

THE STRATEGIC PLAN FOR

WESTWOOD

A GREAT PLACE TO LIVE, WORK, AND RAISE A FAMILY

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CONTENTS

<u>TITLE</u>	<u>PAGE</u>
Credits	2
Executive Summary	4
Introduction	5
Land Use Map	8
Zoning Map	9
Vicinity Map	10
Current and Proposed Projects Map	11
Demographic Analysis	12
Implementation Priorities	19
Housing and Community Development	20
Economic Development	24
Community Infrastructure	28
2001 Westwood Street Rehabilitation Program	32
Community Services	33
Schools and Education	37
Marketing Westwood	40

EXECUTIVE SUMMARY

The Strategic Plan for Westwood has been prepared in response to a Cincinnati City Council motion adopted unanimously on January 24, 2001. The motion called for a plan to be prepared to address a number of community concerns, including an increasing crime rate, especially in some portions of Westwood, structures which do not meet the City Building Code, unkempt thoroughfares, and others. While these circumstances were not evident in all sections of Westwood, they were sufficient to create cause for concern.

To address these issues the City Planning Department convened a Strategic Planning Task Force comprised of residents, neighborhood business owners, and City staff. In identifying the strengths and weaknesses of Westwood as seen through the eyes of residents, it was evident that, without question, the strengths outnumbered the weaknesses. Residents like the quiet tree-shaded streets where many of their homes are located. They like the convenience of close proximity to shopping. And they like their neighbors and the many features that make the community a desirable place in which to raise a family.

On the minus side, however, residents are alarmed by what appears to be steadily “creeping blight”, especially in the eastern portions of Westwood. The Plan addresses these concerns by calling for stricter code enforcement, especially of multi-family buildings, increasing Police presence, assigning a litter patrol officer to deal exclusively with Westwood and South Fairmount, upgrading the neighborhood business districts, and providing increased recreation opportunities for underserved portions of the community.

Residents also deplore the slow loss of vitality of the Harrison Avenue Business District between Kling Street and the Cheviot boundary. A separate Urban Renewal Plan for this area is in process with an expected completion of spring, 2002. Other business areas in Westwood are also addressed in this document.

As the demographics in the Appendix to the Plan indicate, the population of Westwood has been steadily changing over the past thirty years. The result of this change has been a community, which is both racially and economically integrated. Along with the positive opportunities for greater understanding offered by increased diversity, has come a need for additional services to address the concerns of lower income households. These are dealt with in the *Community Services* section of the Plan.

Of particular concern is the Gobel Avenue and Bracken Woods Lane area of Westwood. These two streets, consisting primarily of four-family buildings constructed in the late 1920's, has become a detriment to the community as a result of neglect on the part of both landlords and tenants. Many of the buildings are completely vacant while others have only one or two occupied apartments.

In order to adequately address the extremely deteriorated conditions of these two streets, a separate ***Urban Renewal Plan, limited to the most deteriorated portion of the area***, is included in this document. It covers an area consisting of 52 four-family buildings. If adopted as an *Urban Renewal Plan*, the City will have the authority to acquire properties from the current owners at fair market rates and undertake a total redevelopment of what is now a major eyesore.

A strategic plan is intended to be an “action” document! Although many of the recommendations will require an infusion of public funds, other portions can be accomplished by calling on private resources, both monetary and in the form of personal commitment. Westwood residents have shown by their concern and willingness to become personally involved that they are up to the challenge.

INTRODUCTION

The community of Westwood, located on the far west side of Cincinnati, is not only the city's largest neighborhood in terms of residents (twice the population of its nearest competitor, and over 10% of the total Cincinnati population), but, at 5.7 square miles, it also ranks first in geographic area.

Early Development

The Westwood of today is a far cry from its earliest roots as a farming community, removed from the core of the city by the Mill Creek valley and numerous steep hills. With the establishment of the first train service from downtown out to the "Western Hills", population growth began to escalate. With that growth came the needs any settlement experiences for water, streets, and other amenities. In 1896 Westwood was annexed to the City of Cincinnati, while Cheviot, its neighbor to the immediate west, held off until 1932 when it chose to incorporate as a separate city and provide its own services to residents. Shortly after Westwood's annexation, the Westwood Improvement Association was formed to lobby for better roads, sewers, and public transportation. One result was the construction of the first Harrison Avenue Viaduct in 1908. That structure was replaced with the present two-tiered viaduct in 1932.

As services improved, the appeal of Westwood increased and single family homes proliferated between the 1920's and 1940's. By the end of World War II, Westwood had stabilized as a residential community comprised mostly of tree-lined streets, with homes ranging in value from modest to luxurious.

A second population surge began in the second half of the 1950's with the construction of multi-family homes on sites where older homes had been demolished, or on hillsides, which had previously been considered too steep for development. The construction of apartment buildings continued during the 1960's, with the result that the population increased by 33% during that ten-year period.

Westwood Today

In the late 1980's, one source described the situation in Westwood as follows:

"Not all Western Hills residents viewed the postwar housing boom as an unmixed blessing. Much of what had been physically attractive – big trees, green space, farms, and large estates – disappeared. Crime, litter, and traffic congestion worsened. Older residents blamed many of the problems on newcomers, particularly apartment dwellers, whom they perceived as transients with no sense of community or local pride."*

*Giglierano, Geoffrey J. and Deborah A. Overmyer, *The Bicentennial Guide to Cincinnati: A Portrait of Two Hundred Years*, The Cincinnati Historical Society, Cincinnati, Ohio, 1988



A familiar Westwood landmark

INTRODUCTION

The construction of new housing units slowed after 1980; however, during the last two decades of the twentieth century, the racial composition of Westwood changed dramatically. This change is the result of a significant number of white households moving to other parts of the county and being replaced by African American households. To illustrate, in 1980, the U.S. Census

reported that the population of African American individuals was 1,514 (under 5% of the total community population). The 2000 Census, on the other hand, reports an African American population of 11,744, almost 33% of Westwood's residents.

With the aging of the housing stock, many of the rental units in Westwood have become less desirable in today's rental market. Owners, unable to command competitive rents for their units, have been either unable financially or have lost the will to keep their buildings in first rate condition. Increasingly, there are visible signs of "creeping blight", especially at the eastern gateways to the community.



An aging building on Gobel Avenue

These conditions have not occurred overnight. The Westwood Civic Association has been seeking remedies for many years by requesting building code inspections for sub-standard buildings, sponsoring clean-up "sweeps", and working with Police to address

the rising crime rate. Despite these efforts, much remains to be done to restore portions of the community to a semblance of their earlier appearance.

In November of 2000 a small group of residents, impatient with the slow pace of improvement, took matters in their own hands. Notices and fliers were hand-delivered to single family homes and posted on walls in public locations pointing out the indicators of blight and deterioration in the community. The fliers announced a meeting, which attracted approximately 150 persons. That first event, which was well covered by Cincinnati media, resulted in Mayor Charlie Luken arranging for two buses to be made available for a tour of some of the most blighted portions of Westwood and adjoining South Fairmount. Almost every member of City Council and scores of top City administrators had the opportunity to view first-hand the areas of greatest concern to community leaders.

The Planning Process

On January 24, 2001, City Council voted unanimously to instruct the City administration to

"...coordinate and develop a Comprehensive Neighborhood Development Plan for Westwood.... Further, that the Westwood Neighborhood Development Plan include the following: Increased Police visibility including bikes, foot, and horse patrols – Anti-Litter Initiative – Public improvements necessary for project – Appropriate city economic development programs (tax abatements, grants, etc.)"

INTRODUCTION

The City Administration, in response to the Council motion, identified the City Planning Department as Lead Agency, with instructions to involve appropriate City staff and community residents in the planning and review process. In response to that directive, a Westwood Strategic Planning Task Force was assembled consisting of twenty-five community residents or business and social service representatives. The Task Force accomplished its work through the formation of six sub-committees:

- Housing and Community Development
- Economic Development (comprised of members of the already-formed Westwood Neighborhood Business District Task Force)
- Community Infrastructure
- Community Services
- Education
- Marketing

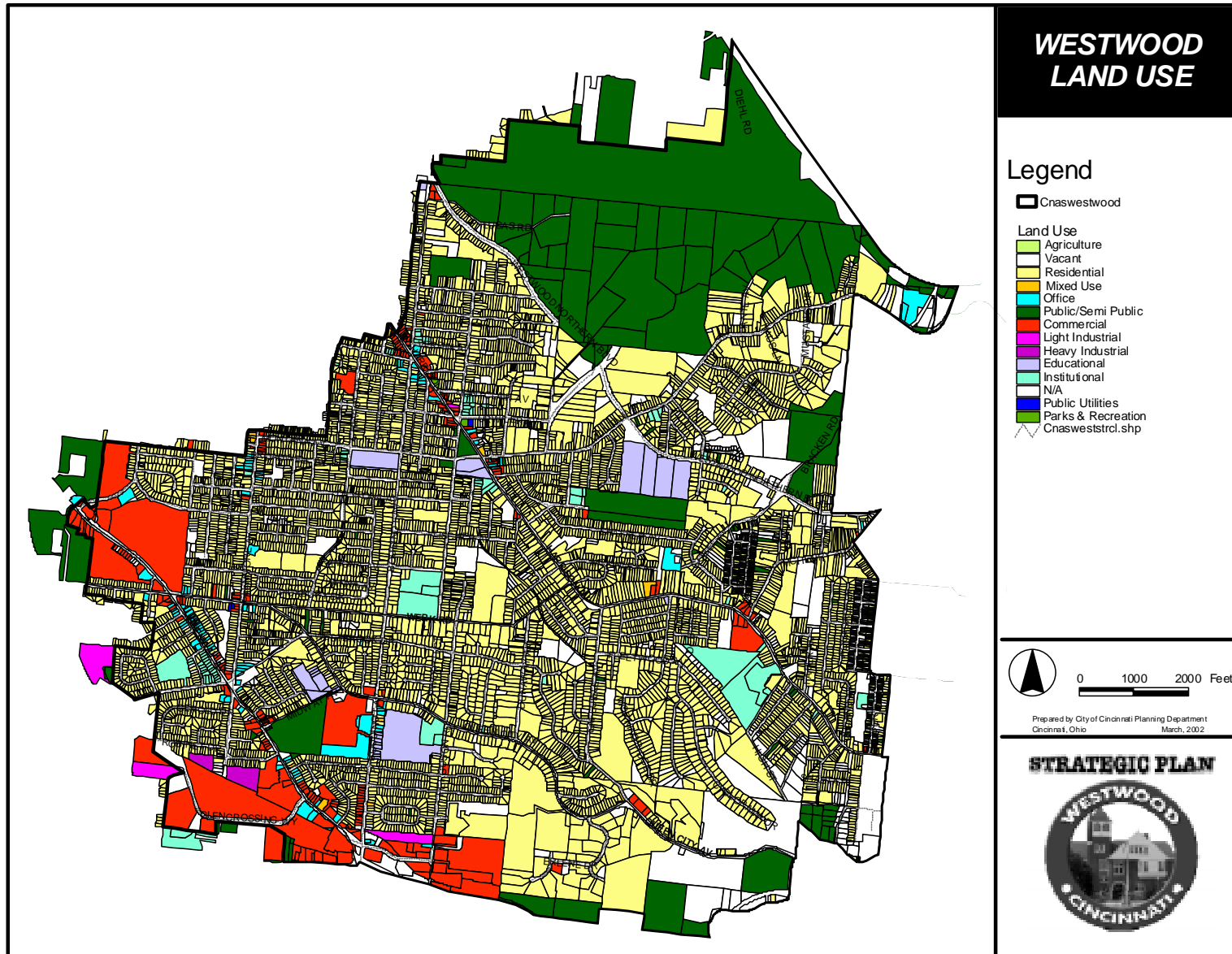


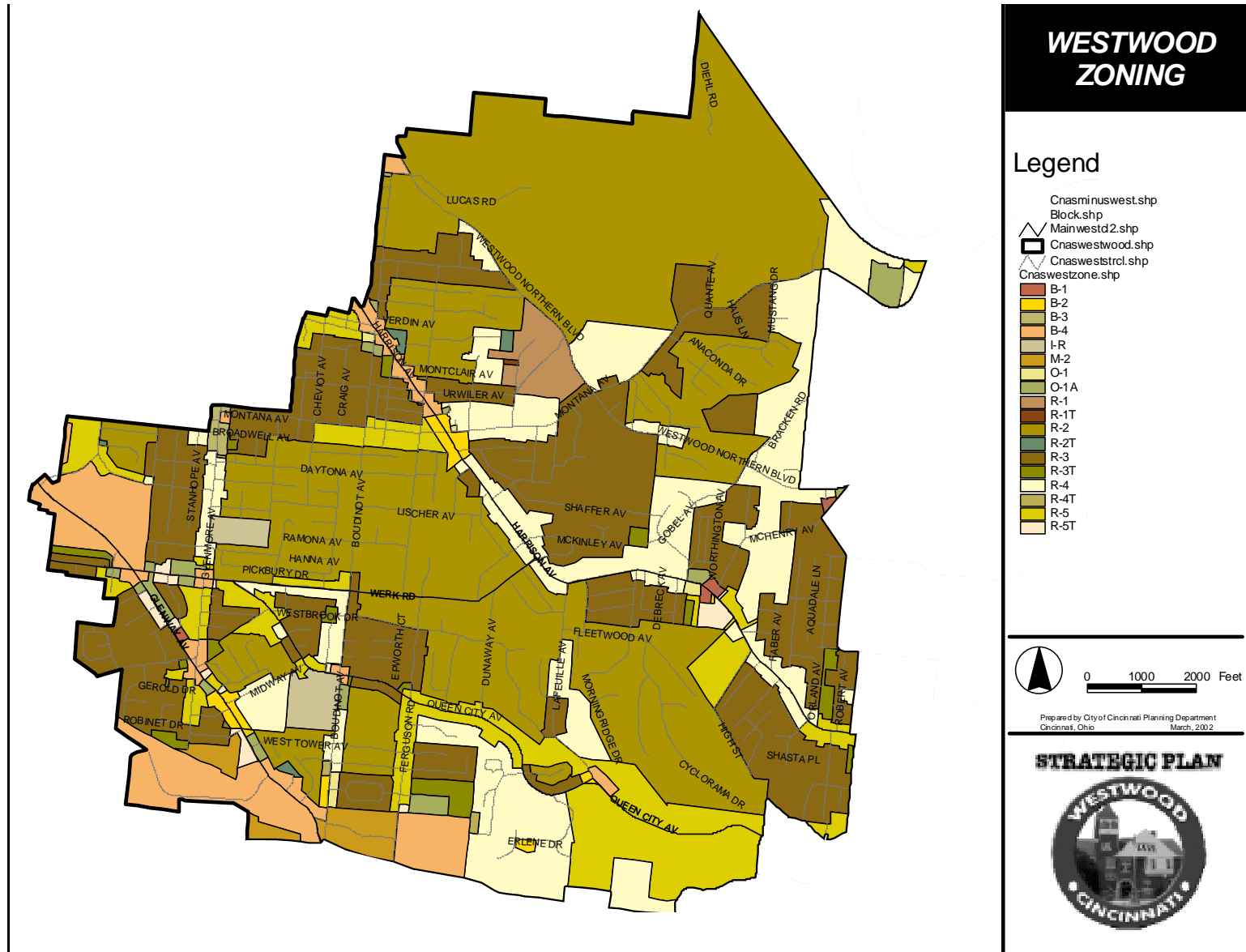
Comfortable family homes are a mainstay of Westwood

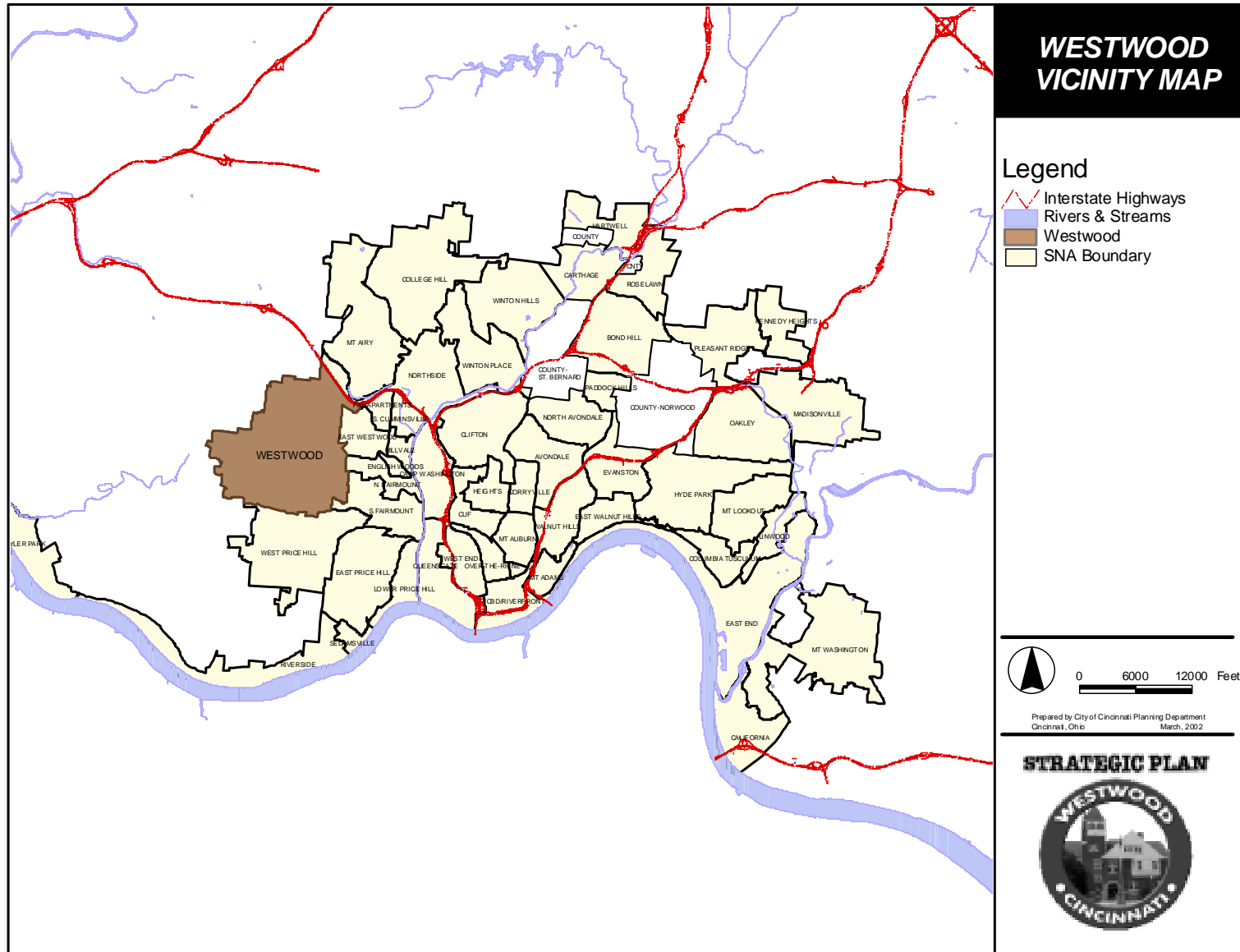
The completed *Westwood Strategic Plan* represents the results of the efforts of the citizens of Westwood and the staff of the City of Cincinnati.

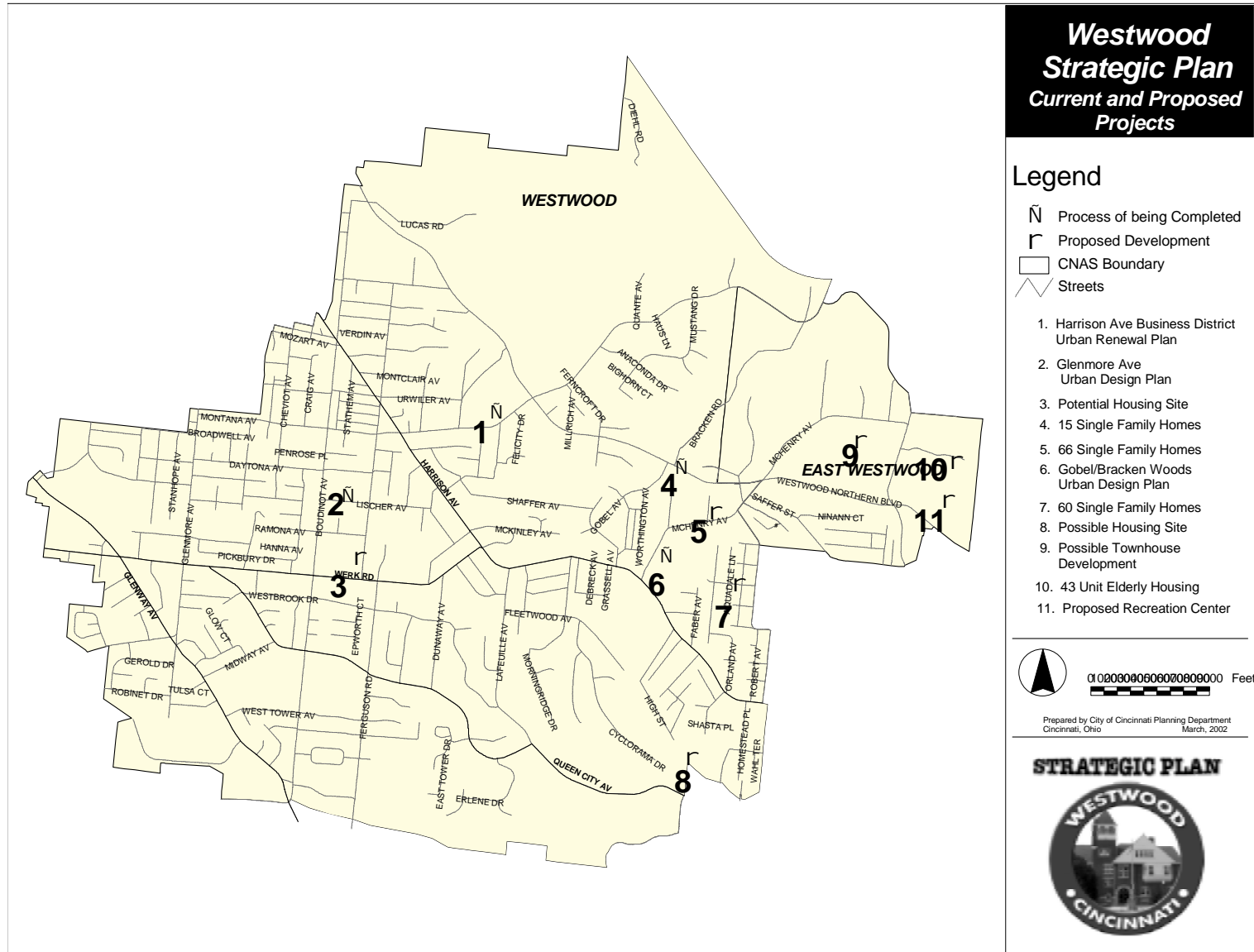


Westwood is fortunate to share a “1,000 Hands” Park with Price Hill.





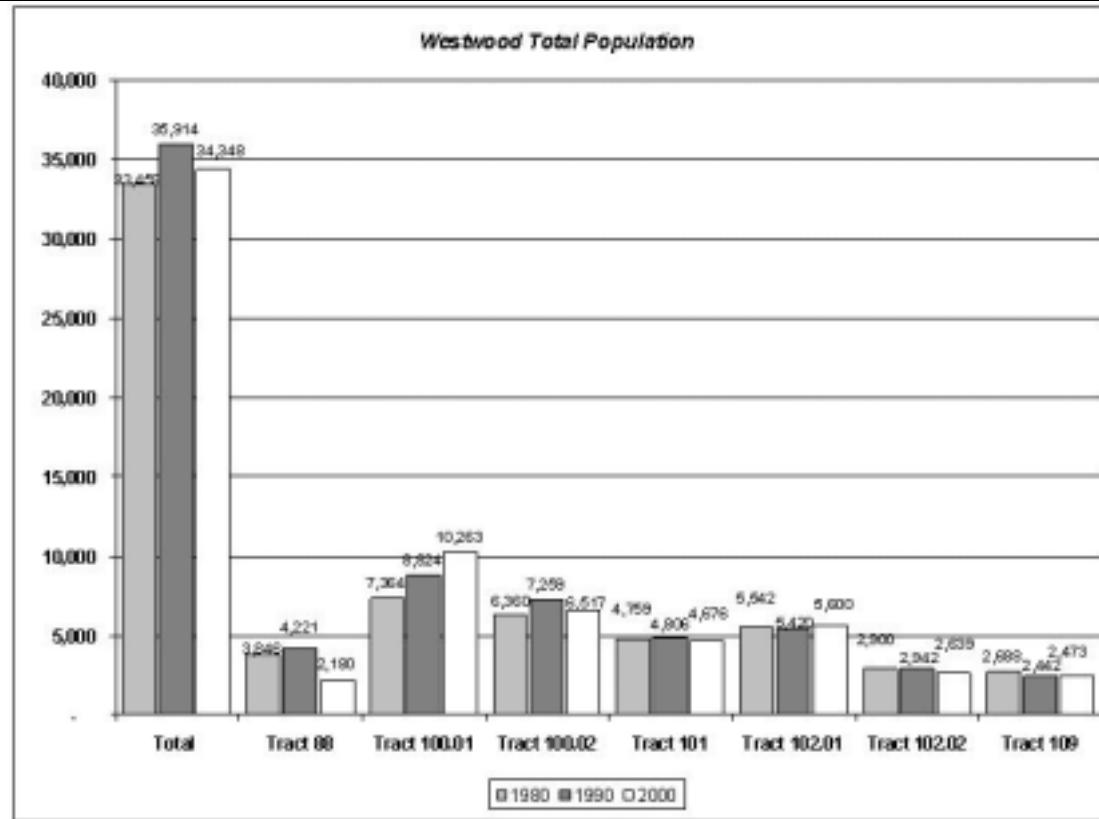




WESTWOOD DEMOGRAPHIC ANALYSIS

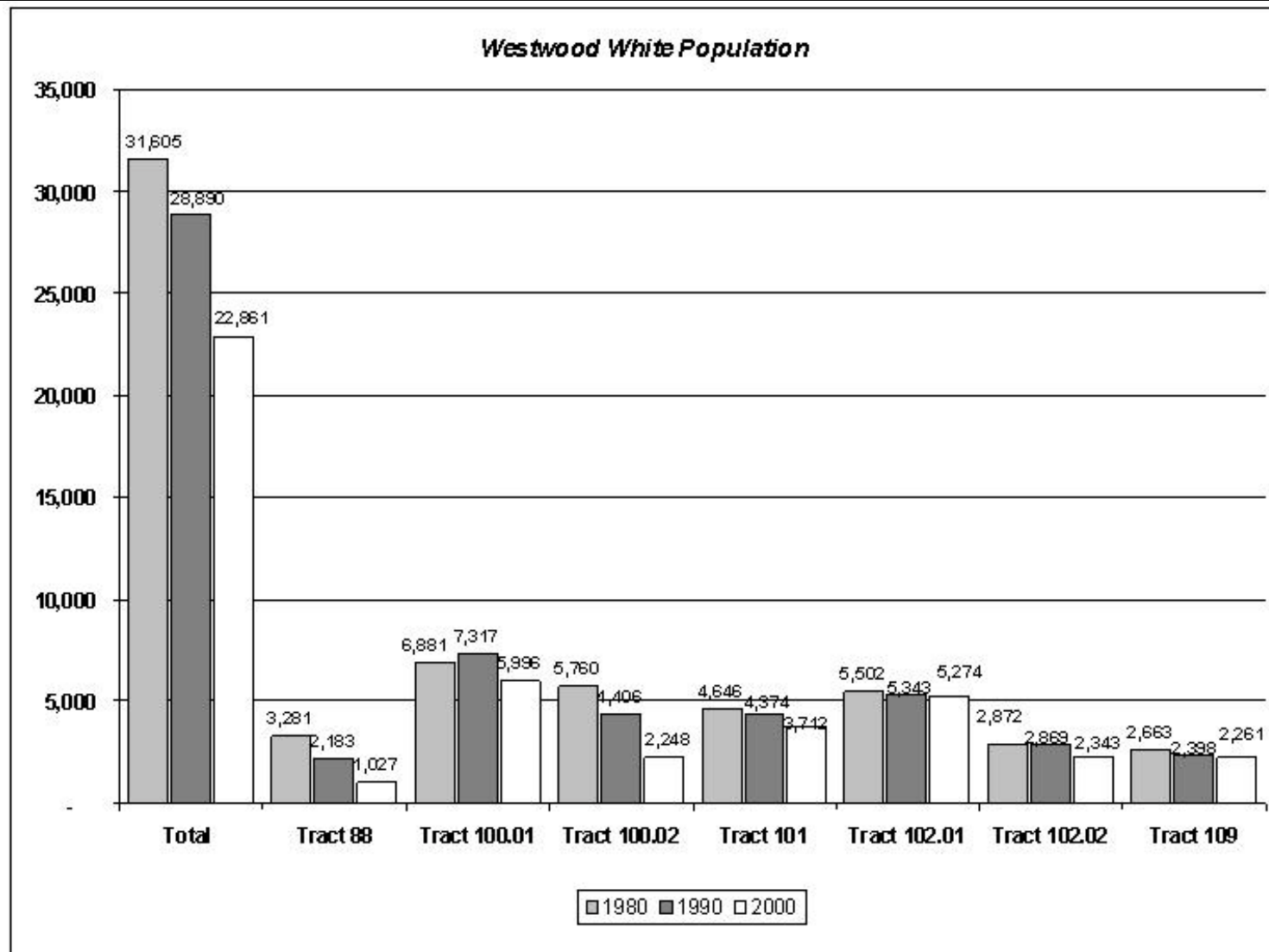
An analysis of U.S. Census data obtained during the past thirty years documents the population shifts that have been occurring in Westwood during that period. On the following page is a map identifying the seven Census tracts which comprise most of the Westwood community.* The map is followed by pages with graphs for some of the most significant indicators of population change, namely racial composition, housing tenure (home owners or renters), average household income, and poverty level. Where 2000 Census data is not yet available at the census tract level, Claritas income estimates for 1999 have been substituted.

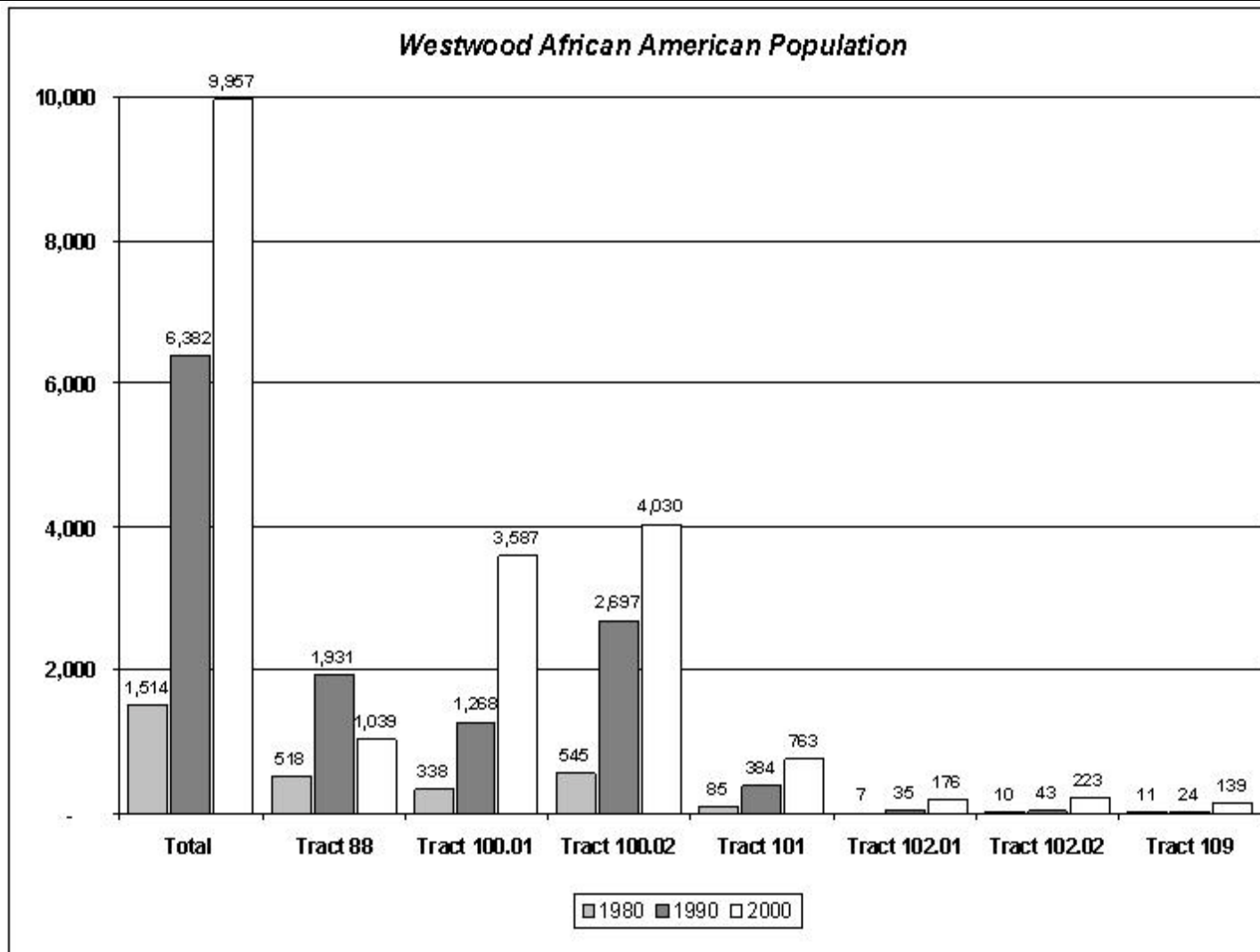
The Census data leads to the conclusion that there are actually two separate communities within the Westwood boundaries. Census Tracts 88, 100.01, and 100.02 each contain a larger percentage of minority households, more persons living in rental housing, and lower mean incomes than the other Westwood tracts. They also have a higher percentage of households headed by a female with children under the age of eighteen. Such households are much more likely to fall within the poverty income range than the population as a whole.

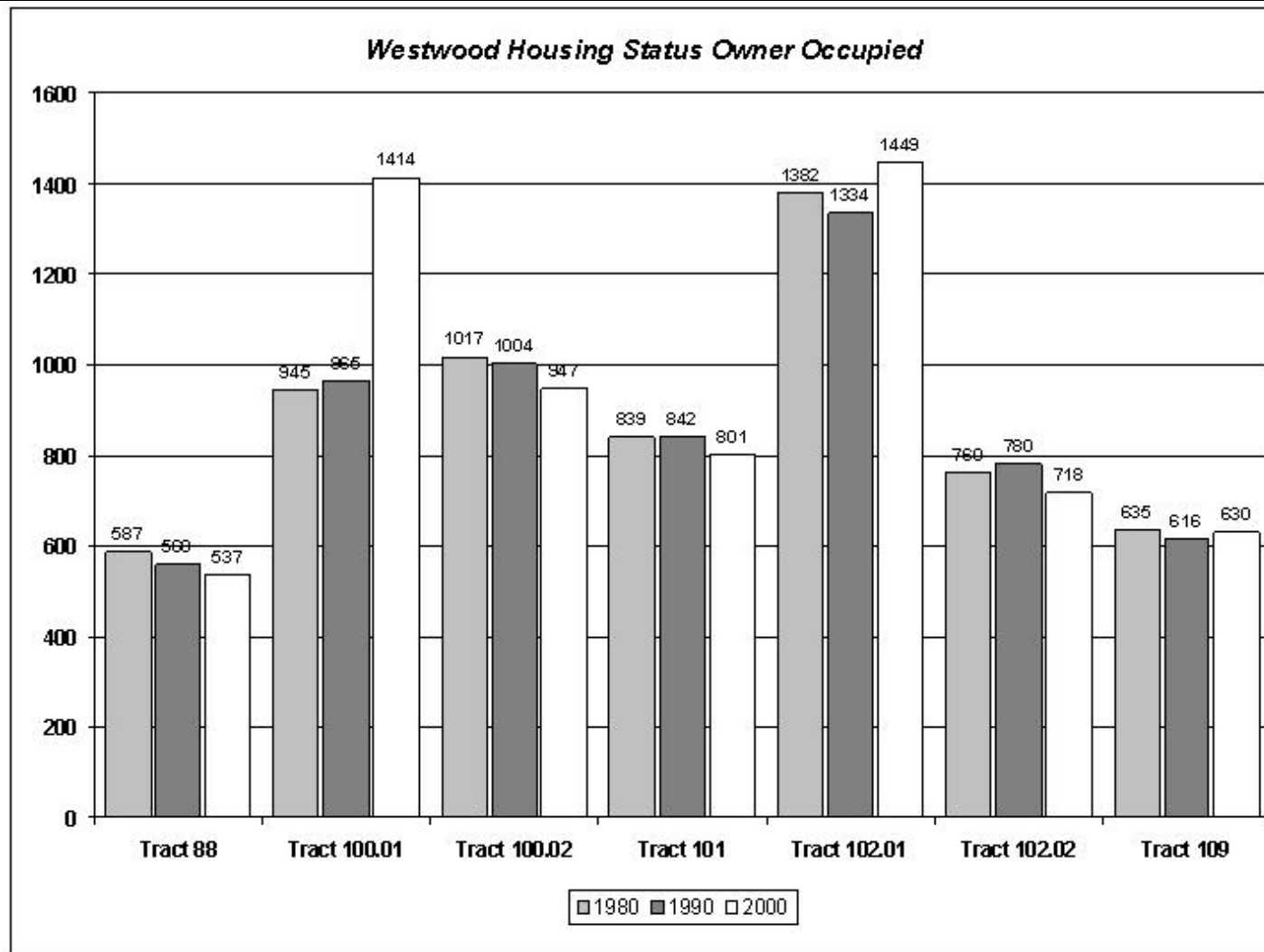


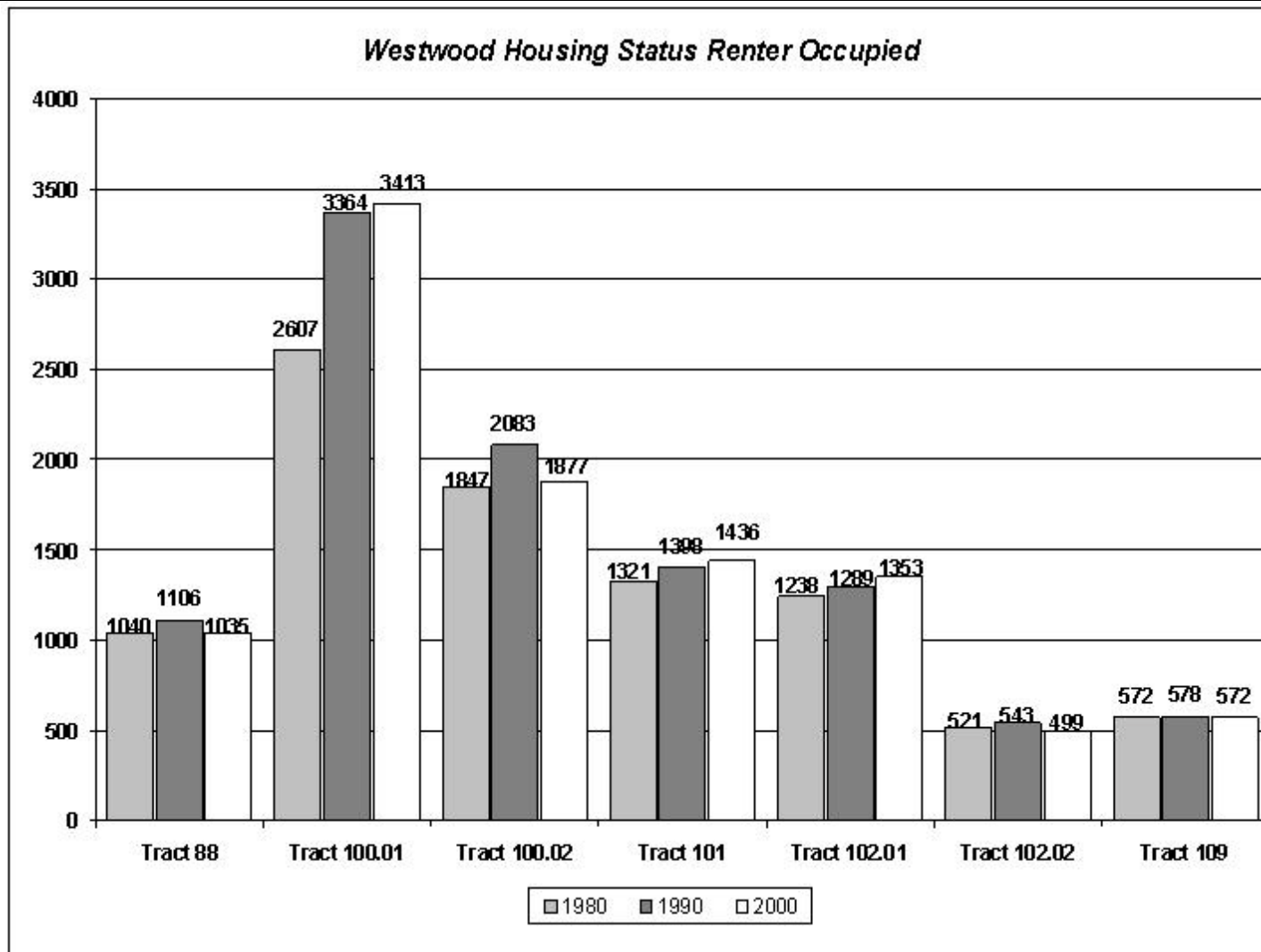
With such a disparity in population indicators, it is not surprising that tensions arise within the community. There are implications for City legislators and administrators, community leaders, owners of low-income rental units, and residents themselves. Throughout the Strategic Plan, many of those implications are addressed and, where feasible, suggested actions recommended.

WESTWOOD DEMOGRAPHIC ANALYSIS



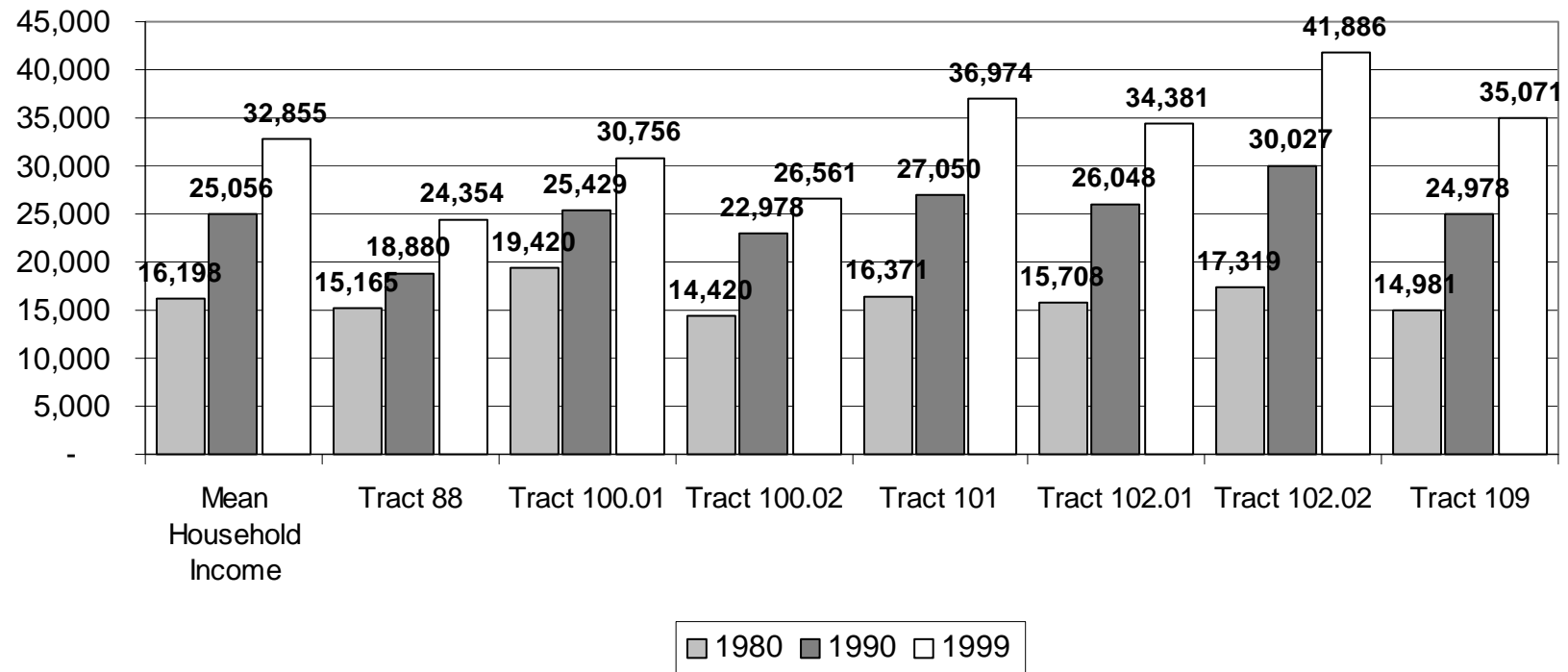
WESTWOOD DEMOGRAPHIC ANALYSIS

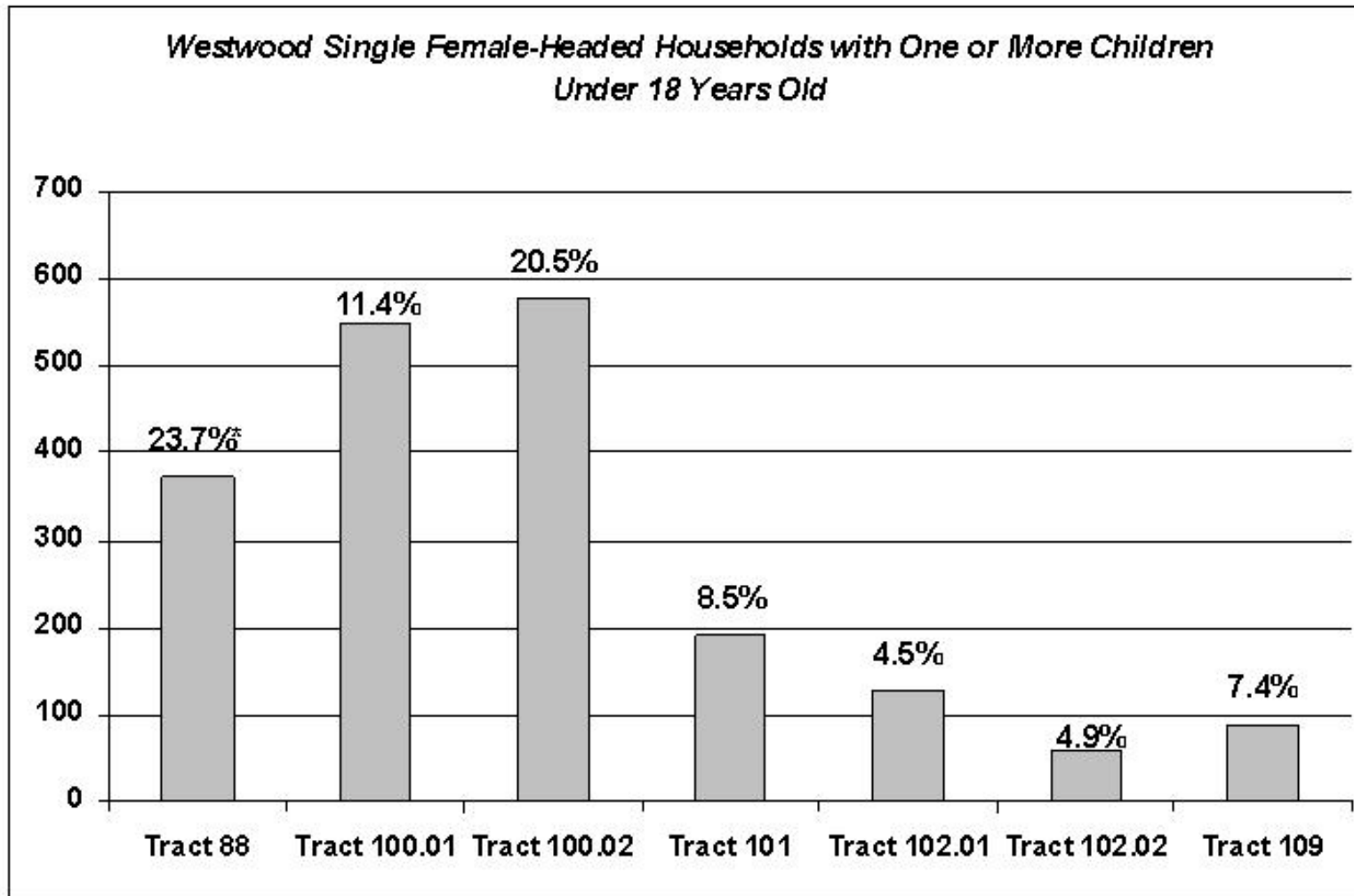
WESTWOOD DEMOGRAPHIC ANALYSIS

WESTWOOD DEMOGRAPHIC ANALYSIS

WESTWOOD DEMOGRAPHIC ANALYSIS

Westwood Median Household Income



WESTWOOD DEMOGRAPHIC ANALYSIS

* Percentage of Total in the Census Tract

WESTWOOD STRATEGIC PLAN IMPLEMENTATION PRIORITIES

1. Complete and implement the *Gobel/Bracken Woods Urban Renewal Plan*.
 2. Increase the number of single family housing units in Westwood through a combination of new housing construction and conversion of multi-family buildings.
 3. Conduct a concentrated *Building Code Enforcement Program* for multi-family buildings on the major arterials in Westwood.
 4. Upgrade the “gateways” to Westwood through public and private beautification efforts and continued infrastructure improvements along the main arterials.
 5. Complete the *Urban Renewal Plan* for the Harrison Avenue business district.
 6. Form a *Westwood Business Association* to support a variety of business district improvement projects.
 7. Assure the safety of residents and visitors through increased Police protection combined with intensified citizen efforts.
 8. Increase Litter Patrol services to Westwood and South Fairmount.
 9. Develop a recreation facility to serve residents of the eastern sector of Westwood and the East Westwood community.
 10. Develop a marketing strategy to promote Westwood as a diverse community providing an outstanding environment for living and working.
-

HOUSING AND COMMUNITY DEVELOPMENT

Westwood is a fine residential community. The mission of this Plan is to assure that it remains that way.

Foremost among the priorities of Westwood residents is maintaining the community as a desirable location in which to live and raise a family. While many portions of Westwood consist of tree-lined, single-family residential blocks, by far the predominant housing form is made up of multi-family units. The homeowner population of Westwood is slightly over 39%, identical to the citywide rate. There is, however, a pervasive conviction in the city as a whole, as well as in Westwood, that a higher homeowner rate will result in a more stable neighborhood. **A goal of the Strategic Plan is to promote home ownership in the community.**

The ratio of owners to renters could be slightly improved as a result of several new home ownership residential developments being planned for the Westwood and East Westwood communities. If all the planned developments occur, it could result in as many as 200 new units available for home ownership. While that is a positive trend, the fact remains that Westwood, in keeping with the city as a whole, will continue to have a majority renter population.



Housing styles in Westwood (Above and Upper Right)



Several strategies are proposed to help turn a potential liability into an asset. Chief among those are:

- Actively recruit potential developers of single-family homes for vacant residential sites in Westwood. The recently prepared Development/Redevelopment Study, conducted by the City Planning Department, identifies 203 acres of residentially zoned undeveloped land in Westwood. Of those, 59 acres are zoned for single family homes and another 124 acres are appropriate for two-family structures.
- To the extent practicable, assure that the newly completed Cincinnati Zoning Code stresses low-density development on remaining vacant parcels in Westwood.
- Maximize the use of City, State, and Federal funding programs to encourage residential development
- Strongly enforce building codes in multi-family buildings, and increase pressure on absentee owners to upgrade the appearance and maintenance of their buildings.
- Encourage property owners to pre-screen potential tenants to avoid renting to persons with a background of problem or criminal behavior.

(Cont)

HOUSING AND COMMUNITY DEVELOPMENT

- Take advantage of existing programs and services to assure that tenants are well informed of their rights and responsibilities. Doing so should contribute to renters being respected as desirable neighbors who take pride in their community.
- Work with either non-profit or for-profit developers who will purchase and/or rehab existing properties or develop new units for sale or lease to responsible parties.



Some Westwood apartments are a community asset



Others are not – a building with vending machines in front

These two streets combine to form a pocket of blight extending from Harrison Avenue on the south to Westwood Northern Boulevard on the north. The area has long been a major concern for civic leaders and community residents alike due to its high crime rate and overall appearance. In June of 2001, a delegation from the *Westwood Concern* organization approached City Council to seek relief for what had been a recurring neighborhood headache. Council passed a unanimous motion calling for a Blight Study to be conducted as authorized by Chapter 725 of the Cincinnati Municipal Code.

City Planning staff identified the most blighted portion of the two-block area containing 52 buildings, and arranged for the Blight Study to be conducted. The results of the study indicated that the area meets the criteria to be declared blighted, and recommended undertaking an Urban Renewal Plan for redevelopment.

The complete Urban Renewal Plan comprises the second portion of this volume.



Vacant building on Bracken Woods Lane

WESTWOOD STRATEGIC PLAN
Housing and Community Development

Needs/Issues	Strategy	Potential Funding	Contact
Goal: Strengthen single-family home ownership			
The percentage of owner-occupied homes in Westwood shows an overall increase from 36.7% in 1990 to 38.9% in 2000. While almost identical to that of the city as a whole (38.7%), the community would like to increase and stabilize home ownership. This can be accomplished through new construction or conversion.	<ul style="list-style-type: none"> • Use the City's <i>Development/Redevelopment Opportunities</i> map, to identify parcels in Westwood suitable for housing development. • Encourage development of single-family units for owner occupancy. • Advocate for low-density zoning in residential areas of Westwood in order to promote development of more single-family homes. • The City of Cincinnati, through its annual Housing Round has received expressions of interest from developers to construct 200 units of new housing in Westwood and East Westwood. (Note: applying for assistance through the Housing Round is not a guarantee that funding will be available.) • Market housing opportunities in Westwood to apartment tenants considering home ownership. 	<p>Cincinnati General Fund</p> <p>Federal funds</p> <p>Private lenders</p> <p>Volunteer assistance with marketing to community renters</p>	Department of Community Development
As single-family homeowners seek to move out of Westwood, they may unknowingly work with agents who use unscrupulous methods to sell the homes to buyers who are not able to maintain the "hidden" costs associated with homeowner-ship.	<ul style="list-style-type: none"> • Work with agencies on developing educational materials or mounting an education campaign to alert sellers and potential buyers to the practice of "predatory lending". • Support current efforts, such as those offered by Legal Aid Society and Better Housing League, to expose predatory lenders and prohibit fraudulent practices. 	Private and public funds directed to non-profit agencies.	Legal Aid Society Better Housing League
Westwood has long been recognized as possessing one of Cincinnati's highly desirable residential areas. The environment that earned that reputation still exists despite some disturbing signs of "creeping blight". Recent efforts to stem that trend, including citizen organizing and municipal support, are hopeful signs for the future health of the neighborhood.	<ul style="list-style-type: none"> • Improve the approaches (gateways) to Westwood, especially Harrison Avenue, Queen City Avenue, and Westwood Northern Boulevard, through plantings, street furnishings, assuring code enforcement of blighted properties, etc. The <i>Harrison Avenue Corridor Project</i>, conducted during 2001, has greatly improved that approach, and it is crucial to maintain the momentum into the future. • If a Marketing Committee is formed, its efforts should be directed to promoting the livability of Westwood's many desirable residential areas. A two-pronged focus is recommended, which both recruits potential home buyers from outside the neighborhood while encouraging current owners to remain. 	<p>Cincinnati General or Capital Funds</p> <p>Private Funds</p>	<p>Westwood Civic Association</p> <p>Westwood Concern</p>

WESTWOOD STRATEGIC PLAN			
Housing and Community Development			
Needs/Issues	Strategy	Potential Funding	Contact
Goal: Assure that all rental housing in Westwood is of high quality and well maintained.			
In recent years there has been an Increase in rentals of formerly owner-occupied single family homes	<ul style="list-style-type: none"> Stringently enforce building codes in single family housing stock. Provide financial and technical assistance to enable WCURC or another non-profit or for-profit development corporation to re-capture housing stock to sell for single family ownership. 	<p>Cincinnati General Fund</p> <p>Federal funds</p>	<p>Department of Community Development</p> <p>Department of Buildings and Inspections</p>
Some poorly maintained rental properties throughout the community, including several on Harrison Avenue, detract from the overall appearance of the community and its main arterials.	<ul style="list-style-type: none"> Enforce strict code enforcement of all rental properties. Enlist cooperation from owners of problem properties to upgrade the property and to enforce management practices, which discourage tenants from defacing or littering the building and grounds. Where voluntary cooperation cannot be enlisted, cite owners to enforce compliance with City littering and building regulations. 	<p>Cincinnati General Fund</p> <p>Private funds</p>	<p>Department. of Buildings & Inspections</p> <p>Westwood Civic Assoc.</p>
Many <u>renters</u> lack awareness of rental assistance programs designed to place them in decent rental housing. Some may also be unfamiliar with expectations of tenants. Similarly, many <u>owners</u> of rental property lack knowledge or interest in proper rental property management and/or the rights of tenants.	<ul style="list-style-type: none"> Engage agencies and organizations, which provide education and services to tenants and/or landlords, to assist in upgrading the living environment for renters, and assure desirable tenants for owners. This includes making all parties aware of tenant/landlord legislation. Strongly encourage landlords to seek training in how to screen potential tenants. Hold owners accountable for the maintenance and exterior appearance of their rental property. 	<p>Private</p> <p>City of Cincinnati contracts with agencies</p>	<p>Greater Cinti/Northern Kentucky Apartment Association</p> <p>Legal Aid Society</p> <p>Better Housing League</p> <p>Housing Opportunities Made Equal</p>
There is an increasing trend for single-family family homes to be rented to anyone, regardless of their capacity and/or desire to be responsible law-abiding citizens. Owners of single-family rental properties should be held to the same standard as owners of multi-family properties.	<ul style="list-style-type: none"> Initiate action against owners of single family rental homes who are, by their neglect, creating blight in the community. 	Cincinnati General Fund	Department of Buildings and Inspections

ECONOMIC DEVELOPMENT

Westwood will employ urban design strategies, which restore a neighborhood atmosphere to its traditional shopping areas.

Although Westwood is primarily a residential neighborhood, it is also home to several retail and office commercial districts along with some light manufacturing and warehouse facilities (**Map**)

Regional Business Districts are those which serve a market drawn from throughout the city and extending into the Greater Cincinnati region. The retail and manufacturing districts along Glenway Avenue, at the western edge of Westwood, serve primarily as a **regional market**

Neighborhood business districts (NBD's), as the name implies, are more likely to serve the immediate neighborhood in which they are located. A number of small NBD's are scattered throughout Westwood providing convenience items or specialty services to residents.



The former Window Garden Restaurant is now a Winery.

Westwood's oldest and largest NBD is located on Harrison Avenue between Kling Street and the Cheviot border. Respondents to a recent survey of owners and managers of stores and services located in the Harrison Avenue and Glenmore Avenue neighborhood business districts indicated that only 35% of their total business comes from residents of Westwood, Cheviot, and Delhi. This low percentage of local patronage can be attributed to the fact that many of the business establishments carry products that usually are found in a regional market (Keidel Plumbing Supplies, Honda Motorcycles, etc).



Design treatment could improve the appearance of this parking lot

The decline in neighborhood shopping areas is not unique to Westwood. NBD's in general are experiencing a decline in popularity as modern trends in shopping are increasingly focused on large regional shopping centers.

ECONOMIC DEVELOPMENT



Opposite the Kroger Shopping area

The decline in neighborhood shopping areas is not unique to Westwood. NBD's in general are experiencing a decline in popularity as modern trends in shopping are increasingly focused on large regional shopping centers.

Business strategies for Westwood include upgrading the appearance and convenience of older business areas to reinvigorate the traditional neighborhood atmosphere. This will be accomplished in part through preparing an *Urban Renewal Plan* for the above-mentioned portion of Harrison Avenue and an *Urban Design Plan* for Glenmore Avenue between Montana and Werk Road.* The Harrison Avenue study will also consider the advisability of acquiring additional property in order to develop badly needed parking.

**Urban Design* and *Urban Renewal* Plans differ from each other in that Urban Renewal Plans require a determination of "blight" as defined in Chapter 725 of the *Cincinnati Municipal Code*. Such plans are adopted by an Ordinance of City Council, and carry with them the authority for the City to acquire property for a public purpose such as developing a parking lot.

WESTWOOD STRATEGIC PLAN
ECONOMIC DEVELOPMENT

Needs/Issues	Strategy	Potential Funding	Contact
Goal: Provide a wide variety of goods and services in attractive and convenient locations to serve both neighborhood and regional markets.			
The Harrison Avenue business district between Kling and the Cheviot boundary and the Glenmore business district between the Cheviot boundary and the north side of Montana Avenue have historically served the community's shopping needs. Over the past two decades, many deficiencies have become evident. Among these are vacant storefronts, poor mix of businesses, inadequate parking, and lack of cohesive design and streetscape.	<ul style="list-style-type: none"> Complete the Harrison Avenue <i>Urban Renewal Plan</i>, which will enable the City to purchase properties at fair market prices in order to provide improvements, such as parking, for the district. Complete the Glenmore Avenue <i>Urban Design</i> plan, which will be a useful tool for future improvements, but will not permit acquisition of properties. (Both of the above Plans are scheduled for completion in 2002.) 	City of Cincinnati Federal Funds	Engineering Division, Department of Economic Development Department of City Planning
Urban Renewal/Urban Design plans provide a solid basis for a rebirth of a business area; however they are only a beginning. The Harrison business district has suffered from the changing shopping patterns of today's households, coupled with a haphazard mix of businesses.	<ul style="list-style-type: none"> Develop a plan for recruiting new businesses and attracting new customers. Explore opportunities, such as the Main Street program of the National Trust for Historic Preservation and the state office of Downtown Ohio, Inc., or other innovative programs to see if they are appropriate for Westwood. A neighborhood selected for the Main Street program is eligible for funding in exchange for a five-year commitment from business owners and community to work actively to bring about improvements to the area. 	City of Cincinnati Ohio State Main Street Program Westwood Civic Association Business Committee Grants	Economic Development City Planning WCA Business Committee Westwood Concern Main Street Program
Walgreen's Pharmacy has purchased the property at Harrison and Boudinot, which currently contains a bank, office building, and hardware store. The loss of the Bank building threatens the "neighborhood" feel of the business district.	<ul style="list-style-type: none"> Encourage compatible design of the relocated Walgreen's . Mitigate potential traffic congestion resulting from the drive-through bays at the relocated bank. 	Private	Westwood Civic Association Business Committee
With the announcement by Walgreen's Pharmacy that the company will relocate to another site in the Harrison business district, the present facility at the south end of the district will be vacated. That building serves as part of the gateway to Westwood's main community commercial area.	<ul style="list-style-type: none"> Focus public and private sector efforts on attracting an appropriate replacement business to locate in the present Walgreen building. <p>Encourage the replacement owner to adhere to recommendations of the Urban Renewal/ Urban Design Plan if façade changes are to be made.</p>	Cincinnati General Funds Private Funds	Dept. of Community Development WCA Business Committee Real Estate industry

WESTWOOD STRATEGIC PLAN

ECONOMIC DEVELOPMENT

Needs/Issues	Strategy	Potential Funding	Contact
The Kroger shopping plaza at Harrison and McHenry, including the Laundromat adjacent to the parking lot, is well maintained, but improving the overall appearance of the plaza might attract a larger clientele.	<ul style="list-style-type: none"> Use landscaping or a low wall to provide a buffer between the sidewalk and the parking lot. Additional landscape “islands” in the lot would further enhance the appearance. 	Private	Department of Community Development
The site of the former Marathon station on Harrison Avenue adjacent to the Laundromat has been a blighting influence since the station was closed approximately three years ago. Redevelopment, which would require demolishing the existing structure, was held up pending a soil analysis. Recently the existing building has been purchased and converted to a commercial enterprise.	<ul style="list-style-type: none"> Encourage the new owner, who has already improved the appearance of the property, to further upgrade the site; thereby having a beneficial impact on the entire commercial intersection. 	Private/Volunteer	Westwood Civic Association Private Owner
Goal: Develop a strong base of support for efforts to upgrade Westwood’s businesses.			
<p>At present, there is no Westwood Business Association to advocate on behalf of the district and undertake business district improvements. The Westwood Civic Association Business Committee is presently assuming that role.</p> <p>In order to oversee implementation of the Westwood NBD Urban Renewal Plan or enter into improvement programs, it will be essential to have a strong Business Association.</p>	<ul style="list-style-type: none"> Strengthen present efforts to recruit and organize a Westwood Business Association. <ul style="list-style-type: none"> Functions of a Business Association will vary, but they can include: <ul style="list-style-type: none"> ✓ Marketing the attractions of doing business on Harrison Avenue. ✓ Sponsoring special events designed to attract potential customers to the area. ✓ Partnering in shared advertising. ✓ Forming a subsidiary organization to manage parking lots. ✓ Assessing members in order to provide needed services such as beautification of the area, hiring of security personnel, and installing special lighting. ✓ Advocating for Westwood business interests to the City administration and other public and private entities. 	Private/Volunteer	Department of Community Development WCA Business Committee Westwood Concern

COMMUNITY INFRASTRUCTURE

Maintain streets and roadways in excellent, litter-free condition to support the image of Westwood as a desirable residential community.

Infrastructure consists of elements of a community that are usually taken for granted until something goes wrong with them. Included in this category are streets, curbs, sidewalks, traffic signals, street lighting, sewers, utilities, and water mains. Related services and amenities consist of quality of life factors, such as bike trails and litter control. The latter is especially important in neighborhoods such as Westwood with high-density residential areas. Community activists have consistently deplored the unsightly and unhealthy appearance litter creates on both major arterials and neighborhood streets in Westwood. *The Strategic Plan calls for assigning a Litter Patrol Officer to work exclusively in Westwood and its abutting neighborhood, South Fairmont.*

Westwood's four major east-west corridors – Harrison Avenue, Queen City Avenue, Westwood-Northern Boulevard, and Glenway Avenue – are of special importance because they serve as the “gateway” to the community. As such, they form the first impression for persons entering or driving through it. The recent *Harrison Avenue Corridor Improvement* project resulted in a much-improved approach to Westwood.



Recent improvements to Queen City Avenue

Infrastructure Programs

There are several City programs and funding sources, which can enhance a community through infrastructure improvements:

- Funding for major street improvements is considered as part of the City's ***Capital Improvements Program (CIP)***. The recent widening of Queen City Avenue in Westwood is an example of a project implemented under that program. Other projects in the preliminary stages earmarked for Westwood include:
 - Improvements at Westwood Northern Boulevard and Montana.
 - Improvements between Ferguson Rd. and Shirley Pl. and
 - Improvements at several locations along Harrison Avenue in Westwood and South Fairmount.
- Each of Cincinnati's 52 neighborhoods rotates through the City's ***Street Rehabilitation Program*** on a triennial basis. Westwood's year for addressing routine street and curb repair was 2001, during which time 44 streets or portions of streets were rehabilitated (See next section). Although it will be 2004 before the community is scheduled again for the *Street Rehab Program*, an effort is made to repair unsafe or unsightly conditions at other times depending on the severity of need and the availability of funds.
- The ***Neighborhood Improvement Program (NIP)*** is administered by the Neighborhood Operations Division of the Cincinnati Department of Public Services. This annual program rotates among Cincinnati's 52 neighborhoods. During one week of the year a wide range of infrastructure deficiencies are identified and repaired. These range from bent and broken signs to litter removal to removal of unlicensed vehicles in the right of way.

continued

COMMUNITY INFRASTRUCTURE

- ***Bicycle and Walking Trails.*** These are gaining in recognition for their value as a source of recreation as well as an alternative means of transportation. Westwood currently has a bike trail extending from The Dunham Recreation Center to Guerley Road. To date, funds have not been available to extend the trail; however, this Plan recommends that it be included in the 2003-04 Capital Improvement budget.

The Harrison Ave., ***Corridor Improvement Program***, mentioned above, made a significant difference in the appearance of that major arterial. While there is no substitute for diligent code enforcement and infrastructure maintenance on the part of *public* agencies, *private* owners, especially owners of apartment buildings, must assume an equal responsibility for assuring that their own property is attractive and well maintained.

Civic-minded residents in Westwood have shown a willingness to address the appearance of the community through organizing events such as “Clean Sweeps”, “Hi, Neighbor – Bye Litter”, and “Yard of the Month”. A newly introduced program, *Project 180*, sponsored by Keep Cincinnati Beautiful, involves residents and staff focusing on specific problem areas to effect a 180 degree turn-around in appearance. That program may also be appropriate for Westwood.

Continuing public-private efforts, such as those mentioned above, will play a major role in maintaining the desirable residential and commercial character of Westwood.



New streets and curbs will make a difference on Gobel Ave.

WESTWOOD STRATEGIC PLAN			
Community Infrastructure			
Needs/Issues	Strategy	Potential Funding	Contact
Goal: Upgrade and maintain Westwood streets and intersections to improve safety and assure a high level of efficiency and appearance.			
Improve Glenway from Boudinot to Federal Street to relieve existing congestion.	Widen existing left turn lanes on Glenway and construct dual left turn lanes at the intersection of Glenway and Werk Road.	Listed in preliminary OKI 2030 plan. No date set to begin implementation	Dept. of Transportation & Engineering
Improve the safety of the intersections on Boudinot Ave. at Werk and Montana.	Minor widening to install appropriate left turns lanes.	Ohio State Funds City of Cincinnati Capital Funds	“
Increase efficiency of intersection for westbound Werk Road at Ferguson.	Install left turn lane.	“	“
Improve safety and efficiency of Montana Avenue roadway.	Minor roadway widening and installation of left turn lanes where needed.	“	“
Improve intersection of Glenmore and Schwartz.	Minor widening or corner rounding on the northwest corner.	“	“
Improve safety and operational capacity of Glenway and Parkercrest traffic signal.	Improve intersection geometry. Designs have not yet been developed.	“	“
Increase turn efficiency of inbound Glenway at Western Hills Plaza (Marathon).	Add left turn arrow.	City of Cincinnati Capital Funds Division Infrastructure Funds	Traffic and Road Operations Division.
Traffic and Road Operations Division has identified signals in Westwood in need of reconstruction. Improve signing and signal operation as needed and determined by engineering studies.	Upgrade traffic signal equipment and improve safety and operation as needed.	City Capital funds. Division Infrastructure funds	Traffic and Road Operations Division
Overall street lighting is consistent with City standard	Contact Traffic and Road Operations Division for requests to investigate spot improvements.	Improvements above City standard require assessment of abutting property owners.	Traffic and Road Operations Division
Many Westwood streets need maintenance or replacement of street surface and/or curbs.	Repair and resurface streets identified by Engineering Division for 2001. (Schedule included in Appendix.) Generally, the Street Rehabilitation Program serves a neighborhood every three years. Planning is under way for Westwood for 2004.	City capital funds Street Rehabilitation Program	Traffic and Road Operations Division

WESTWOOD STRATEGIC PLAN			
Community Infrastructure			
Needs/Issues	Strategy	Potential Funding	Contact
Goal: Maintain Westwood sewers to a level that meets the needs of the community's residents and businesses.			
Several storm or sanitary sewers in Westwood are not functioning to capacity.	Implement repairs and upgrades for sewers as scheduled for 2001 and 2002.	City and County capital funds User fees	Municipal Sewer District
Existing storm sewers on Gobel Avenue are inadequate.	Upgrade sewers as called for in total Gobel Avenue infrastructure improvements scheduled for 2002. (See previous section.)	State of Ohio City and County Capital Funds	Dept of Transportation & Engineering
Goal: Enhance the quality of life in Westwood through development of infrastructure for leisure time activity.			
The existing bike trail, which serves residents of west side neighborhoods, could enhance the community even more if it were extended.	Extend the existing Westwood Bicycle Trail.	Transportation Enhancement Program and City capital funds	Dept. of Transportation and Engineering.
Goal: Enhance the overall appearance of Westwood and it's contiguous neighborhoods.			
<p>Several of Westwood's high-density traffic corridors and the properties contiguous to them are litter-strewn or in need of infrastructure upgrades.</p> <p>While the Harrison Corridor is most in need of attention, some other corridors will benefit from projects similar to the Harrison Corridor Project. These include McHenry Avenue and parts of Westwood Northern Boulevard and Queen City Avenue</p>	<ul style="list-style-type: none"> Implement any repairs or upgrades identified in the Harrison Corridor Project, which have not been addressed. These include crumbling walls and sidewalk repairs. Assign a Litter Patrol Officer whose exclusive responsibility will be to patrol the neighborhoods of Westwood and South Fairmount. Encourage and support citizen initiatives directed to community upgrading, such as the current "Hi, Neighbor - Bye, Litter" project. Urge legislation, which would require owners of multi-family buildings, which must have parking and dumpsters in front of their buildings where they are visible from the street, to fully screen the dumpsters from street view. Encourage owners of multi-family and commercial buildings to "soften" the impact of parking areas through planting shrubs or installing low, decorative fences. 	<p>City General and Capital Funds</p> <p>Private Funds</p> <p>Grants</p>	<p>Dept. of Transportation and Engineering</p> <p>Health Dept.</p> <p>Public Services</p> <p>Community Organizations</p>

2001 WESTWOOD STREET REHABILITATION PROGRAM

The City of Cincinnati's Department of Transportation and Engineering's Street Rehabilitation Program is the program that handles street resurfacing and large-scale curb repairs. This work includes repairing failed areas of the pavement, replacing curbs where necessary, and resurfacing the entire street with asphalt. Every community in the city will be targeted for roadwork once every three years. What follows is the recently completed program in Westwood. The next year for the community Rehab Program will be 2004.

Almester Drive - La Feuille Avenue to N Terminus
Belltone Avenue - South Terminus to Millrich Ave.
Bracken Woods Ln - Harrison Avenue to Gobel L
Cheviot Avenue - Daytona Avenue to Mozart Street
Daytona Avenue - Koenig Avenue to Boudinot Ave.
Dirheim Avenue - South Terminus to Lischer Ave.
Dunaway Ave - South Terminus to Werk Road
Eugenie Lane - LaFeuille Avenue to Werk Road
E Farrell Drive - Montana Ave to North Terminus
Felicity Drive - Felicity Place to Montana Ave.
Felicity Place - East Terminus to Meyer Place
Fieldcrest Drive - East Terminus to Parkcrest Ave.
Fischer Place - Meyer Place to Harrison Ave.
Gate Street - Percy Ave to Bracken Woods Lane
Gehrman Lane - East Terminus to Queen City Ave.
Hazelwood Ave. - Montana Ave. to North Terminus
High Point Ave. - Wardell Ave. to North Terminus
Homestead Place - South Terminus to Harrison Ave.
Hope Lane - East Terminus to Epworth Ave.
Ideal Terrace - East Terminus to Boudinot Ave.
Janlin Court - East Terminus to Parkcrest Ave.

Kling Avenue - East Terminus to Harrison Ave.
Koenig Avenue - South Terminus to Hope Lane
Lischer Avenue - Ratterman Ave. to Epworth Ave
Lumardo Avenue - Glenway Ave. to West Terminus
Meyer Place - Fischer Pl. to Montana Ave.
Mignon Avenue - Fischer Pl. to Kling Ave.
Montclair Avenue - Hazelwood Ave. to Epworth Ave.
Ocosta Avenue - Woodrow Ave. to Ravogli Ave.
Pancoast Avenue - Woodrow Ave. to Ravogli Ave.
Ravogli Avenue - Fleetwood Ave. to Harrison Ave.
Rose Bud Drive - Muddy Creek Rd to Lumardo Ave.
Shaffer - Bracken Woods Ln to Fischer Pl.
Stanhope Avenue - South Terminus to End of Pavement
Veazey Avenue - Ferguson Rd. to Nova Ave.
Wahl Terrace - South Terminus to Homestead Pl.
Wardall Avenue - Westwood Northern Blvd to Corp Line
Werkastle Lane - Eugenie Lane to Werk Rd.
West Tower Ave. - East Terminus to Boudinot Ave.
Woodrow Avenue - Fleetwood Ave. to Harrison Ave.
Wunder Avenue - Fischer Place to Montana Ave.

COMMUNITY SERVICES

Assure an optimal quality of life for all Westwood residents.

Included under this heading are “quality of life elements, such as recreation, services for elders, services to youth, and safety, both in the home and the community. For a large segment of Westwood, these services, with the exception of personal safety, are dealt with privately. An equally sizeable, or possibly larger, number rely on public or non-profit sources to provide them. Not discussed as part of this plan, but an essential community resource, is the Westwood branch of the Public Library. That facility, which serves the entire community, is currently closed for renovation and expansion, but expects to reopen in spring of 2002.



The Westwood Library is currently being enlarged

Recreation

The Cincinnati Recreation Commission provides a comprehensive program of activities for all ages at the Westwood Town Hall. There is, however, no year-round facility providing active physical recreation. The closest facility is Dunham Center, which is not easily accessible to many Westwood households. Westwood's large geographic area makes it essential to construct another facility as soon as funding permits.

The *Cincinnati Recreation Commission Master Plan* identifies Westwood as fifth in line in the City for a new recreation facility, which is to be located in the eastern portion of the community. That ranking is based on citywide needs measured against existing financial resources. Unfortunately for Westwood and East Westwood, the least served portion of the community with regard to recreation facilities is also the site of some of the lowest income households.



Westwood could use more recreation areas, such as this one.

The Third Presbyterian Church, with assistance from the Recreation Commission and many volunteers, does an admirable job of serving a portion of East Westwood youth. There is no facility readily accessible for youth in the Harrison/McHenry – Gobel/Bracken Woods area of Westwood.

COMMUNITY SERVICES

The Strategic Plan recommends that the Recreation Commission seek means of accelerating the construction of a new Recreation facility to serve the eastern portion of Westwood and East Westwood.

Safety

The Police who serve the Westwood community deserve to be commended for their commitment to the security of residents. Despite this effort, the crime rate in portions of Westwood continues to increase. The *Westwood Concern* organization has initiated a “Citizens on Patrol” program, which involves training private citizens to be on the lookout for potential criminal activity and then alerting the Police to the situation.

Westwood residents have been vocal in expressing their need for increased Police protection. In particular, the successful *Community Oriented Policing* program, which is implemented throughout the City, should be expanded to place more Neighborhood Officers in Westwood with its large population.

Citizens also have expressed a need for Bicycle Police to have a regular presence in areas where drug and other criminal activities are prevalent. Finally, a Police Officer should be assigned exclusively to the Harrison and McHenry area with special emphasis being directed to Gobel Avenue and Bracken Woods Lane.

Other Plan strategies deal with youth employment and services for the elderly population in Westwood.



Bicycle Police are a visible deterrent to crime

WESTWOOD STRATEGIC PLAN

Community Services

Needs/Issues	Strategy	Potential Funding	Contact
Goal: Create and expand recreational and service programs especially geared to young people.			
Many residents, especially those who are new to the community, may not be aware of programs and services available to them.	<ul style="list-style-type: none"> Update the <i>Westwood Service Directory</i> including an inventory of recreation opportunities and other services located in or near Westwood that are available to the public. The completed Directory should be circulated to all community residents. 	<p>Westwood Civic Association funds.</p> <p>Contributions from area businesses or agencies</p>	Westwood Civic Association
Children and youth in the East Westwood community rely on services provided privately at Third Presbyterian Church, with some assistance from the Cincinnati Recreation Commission. This is a commendable program, however, it is limited by inadequate space and resources.	<ul style="list-style-type: none"> Strengthen the relationship between the East Westwood Improvement Association, the staff and volunteers of the Third Presbyterian Church community youth program, and the Recreation Commission to pursue expanded joint activities involving youth from both neighborhoods (Westwood and East Westwood). 	<p>City General Fund</p> <p>Private funds (Foundations, Churches, Corporate gifts, etc.)</p>	<p>Cincinnati Recreation Dept.</p> <p>Third Presbyterian Youth Program</p>
The East Westwood recreation program has no facilities for outdoor recreation.	<ul style="list-style-type: none"> Develop a basketball facility on the lot adjacent to Third Presbyterian Church. (The Recreation Commission has allocated funds for construction of a basketball hoop and backboard on that site.) Additional funds will be required to fence in the area. If those funds are obtained, the facility could be constructed as early as Spring, 2002. 	<p>City of Cincinnati General Fund.</p> <p>Additional costs will be solicited from private sources</p>	Recreation Department
The northeast sector of Westwood, including the Gobel/Bracken Woods neighborhood, lacks any sort of enclosed recreation facilities for children and youth. A new facility is recommended in the Recreation Master Plan, however, it is not likely to be constructed for five or more years.	<ul style="list-style-type: none"> Request additional program resources, including expanding the program hours at the Gamble School facility. Develop a joint committee of all concerned agencies and organizations to explore the possibility of acquiring or renovating the former Bracken School for a variety of recreation programs and community services. (Also covered under Housing and Community Development.) 	<p>Cincinnati General and Capital Funds</p> <p>Cincinnati Public Schools</p> <p>Family and Children First Council</p> <p>Grants from private sources</p>	<p>Recreation Department</p> <p>Family and Children First Council</p> <p>Westwood Civic Association</p> <p>Westwood Concern</p>
The area close to Dater School can benefit from additional recreation resources.	<ul style="list-style-type: none"> Expand and enhance existing Cincinnati Recreation Commission programs at Dater. Westwood Concern may offer Family Fun Nights at neighborhood schools, including Dater. 	<p>City of Cincinnati</p> <p>Cincinnati Public Schools</p> <p>Community Organizations.</p>	<p>Recreation Department</p> <p>Westwood Concern</p>

WESTWOOD STRATEGIC PLAN

Community Services

Needs/Issues	Strategy	Potential Funding	Contact
Goal: Provide employment opportunities for community youth who can benefit from working.			
Many area youth who could be working are not employed for a variety of reasons.	<ul style="list-style-type: none"> Recruit Westwood civic and business organizations to work with area schools and Citizens Committee on Youth to hire young people to clean up the Gobel/Bracken Woods area, the neighborhood business district, high-volume corridor areas, and other parts of the community. 	Citizens Committee on Youth Area businesses	Westwood Civic Association and Westwood Concern Citizens Committee on Youth Urban League
Goal: All household members shall feel secure in their homes and community.			
Westwood has experienced a higher than average crime rate for a number of years.	<ul style="list-style-type: none"> Civic organizations shall work with the new Police Commander to develop a plan to increase Police visibility throughout the community. Special attention will be given to the Baker and Harrison area and the McHenry and Harrison area. (See Housing and Community Development section for discussion of safety issues in the Gobel/Bracken Woods area.) Expand and revitalize the Block Watch program. Strengthen the Community Oriented Police program in Westwood, and supplement it with increased Bicycle Patrol and Mounted Police personnel. Increase the visibility of the Police sub-station next to the Kroger Store, including recruiting volunteers to help maintain it.. Produce and distribute fliers reminding residents of the existence of the Sub-Station and including numbers to call for problems. The fliers can also identify common safety concerns and provide numbers to call for assistance. 	Civic organizations City General Fund (Police)	Westwood Civic Association Westwood Concern District 3 Police
Goal: Assure that Westwood's elderly citizens have access to excellent services and enjoyable leisure time activities.			
Many of Westwood's large population of elders lack awareness of services and opportunities available to them close to home.	<ul style="list-style-type: none"> Engage service providers and community volunteers to produce a directory of services available for elders, including transportation, adult day services, personal safety, telephone reassurance, and others. The Directory might be combined with the Westwood <i>Service Directory</i> discussed above; however, if it is, that portion should also be printed as a separate flier to make available at stores, clinics, restaurants and other places where elders are likely to go. 	Service providers Community businesses Non-profit organizations	Senior Services

SCHOOLS AND EDUCATION

Restore Westwood public schools to their former prominence with a reputation for providing a first-rate education..

The City of Cincinnati has no legislative or administrative control of the public education system. Nevertheless, the quality of the education being offered and the condition of the facilities in which learning takes place are key elements in establishing the desirability of a community as a place to live and raise a family. Recent months have seen the emergence of a new sense of cooperation between City administrators and legislators and the Board of Education suggesting an increased spirit of cooperation between the two entities.

Public School Facilities

Westwood community activists were concerned when the long-range Public School *Facilities Master Plan* recommended either demolishing the existing Westwood School on Montana Avenue and replacing it with a new structure in the same location or building a new facility in a different location.



Westwood School will remain on its present site.



Western Hills High School

As a result of meetings between community representatives and school decision makers, the Plan has been revised to leave Westwood Elementary where it is and bring it up to standard through rehabilitation.

Other Westwood public schools include Midway and Dater Montessori, which are recommended for construction of new facilities on their current sites, and Gamble School, which will be renovated. The public high school is Western Hills located on Ferguson Ave.

Project GRAD

This innovative and effective program, developed and administered in Houston, TX, has selected Western Hills High School in Westwood to be one of the few U. S. locations to benefit from its unique philosophy and techniques.

(continued)

SCHOOLS AND EDUCATION

It is specifically designed to engage young children in learning, and provide them with an intensive educational program from their earliest years. The proven result is that they enter high school ready to enroll in a college preparatory program. A key element of *Project GRAD* is the promise of a generous college scholarship to any student who maintains at least a C average in high school. Four Cincinnati public schools located in low-income communities, which are “feeder” schools to West High will also be *Project GRAD* sites.

Locally, the program is spearheaded by *KnowledgeWorks Foundation*, which, along with the Cincinnati Public Schools, is arranging funding for the additional elements, such as more teachers, tutors, and materials necessary to make the program work.

A key component of *Project GRAD* is its emphasis on community involvement, beginning with the parents of the students. Outreach workers meet with the parents of every child at their home in an effort to engage them as active supporters of the student’s education. The program design includes many ways for concerned community residents to volunteer their time as well. Initiating *Project GRAD* is good news for Westwood families, for it promises to elevate the learning environment in their district high school to its former standard. By so doing West High’s appeal as a desirable educational choice for neighborhood youth will surely increase.

WESTWOOD STRATEGIC PLAN			
EDUCATION			
Needs/Issues	Strategy	Potential Funding	Contacts
<p>There are many public and private schools in Westwood, however, far too many students are not maximizing their educational opportunity. Although decisions regarding school programs and policies are beyond the scope of the Strategic Plan, the recommendations proposed on this page, if implemented, could greatly enhance the environment for learning in Westwood</p>	<ul style="list-style-type: none"> • Establish a consistent discipline policy recognizing that all schools operate in place of parents while students are in school. • Establish a reasonable dress code and require that all students adhere to it while in school. • Augment school curricula with programs in social skills and civic responsibility. • Support and encourage volunteer efforts to assist all Westwood schools. • Establish a mentoring program in every Westwood school where the need exists. Encourage all schools to publish a listing of their faculty and staff with their career highlights. Use this list as a means of informing the community of the caliber of staff, and to serve as motivation and encouragement for continuous staff improvement. • Assure alternative educational opportunity in the form of evening school, additional GED facilities, internet instruction, tutoring programs and monitoring of progress by reasonable means. • In conjunction with the Cincinnati Recreation Commission make full use of all school facilities for after school activities. • Maintain all physical plants and equipment in excellent condition to provide an environment conducive to learning. • Solicit donations and grants from individuals, foundations, corporations, local businesses and civic organizations, including sufficient resources for effective Principal's Discretionary Funds. • Offer support for the new <i>Project GRAD</i> program at Western Hills High School as a step toward restoring the school's reputation as a desirable educational choice.. 	<p>Cincinnati Public Schools</p> <p>Foundations</p> <p>City of Cincinnati</p> <p>Corporations</p> <p>Individuals and organizations</p>	<p>Cincinnati Public Schools</p> <p>Knowledge Works Foundation</p> <p>Cincinnati Recreation Department</p> <p>Individuals and organizations</p>

MARKETING WESTWOOD

In order to let the world know that Westwood is thriving, a strong marketing strategy is a necessity.



A community with a proud past and promising future

Tree-lined streets, attractive houses of a variety of sizes and architectural styles, well-maintained apartment complexes on busy major corridors as well as an occasional four-family building on a quiet residential street, and a diverse population of residents seeking the “good life” in one of Cincinnati’s premier residential communities.

The above description is as true today as it was thirty years ago“. Yet, in dramatic contrast, a front-page headline in the January, 2001 *Enquirer* shouted to readers in bold, giant letters, “**Westwood Battling Decline**”. The headline achieved an important objective in that it focused attention on an alarming trend of “creeping blight” that had been occurring for the previous three decades, and which, despite countless previous efforts, continued unchecked. Actions resulting in part from the article are promising a dramatic turn-around in the coming months and years.

The down side of such media exposure is the possibility that many readers will ignore the bold citizen action that resulted in

the “battle”, and retain instead a picture of a community to be avoided at all costs because it is “in decline”. Thus is the power of the media, and its results can be counterproductive to the intent of its originators

The suggestions described in this section’s “Marketing Strategy” are intended to serve as starting points. Circumstances determine the most effective means of marketing a community.

For this reason, a strong marketing strategy that stresses the uniqueness and desirability of Westwood as a livable neighborhood is essential.



Westwood’s most prominent landmark

MARKETING WESTWOOD

Westwood's proud history as home to some of Cincinnati's most prominent citizens, its many amenities, and its convenience to shopping and entertainment are definite selling points. Also, Westwood's increasingly diverse population can become a "plus" in attracting a "new wave" of urban dwellers looking for a traditional suburban-type urban community.

All these positives, plus numerous others, can form the basis of a rebirth of a community, which has long been one of the Queen City's gems. Effective marketing efforts can make true the community vision of:



Westwood: A great place to live, work, and raise a family

WESTWOOD STRATEGIC PLAN			
WESTWOOD MARKETING STRATEGY			
Needs/Issues	Strategy	Potential Funding	Contact
Goal: To take full advantage of Westwood's assets in order to market the community to its fullest potential			
Westwood, one of Cincinnati's proud communities, suffers from an "image" problem citywide. Recently there has been a spate of publicity highlighting some of the problem areas in the neighborhood. What has been missing is an equal emphasis on the many fine elements, which make Westwood a great place to live, work, and raise a family.	<ul style="list-style-type: none"> • Develop a Marketing Plan, which emphasizes the positive attributes of Westwood. Recruit citizens from the many areas and populations of the community to form a Marketing Task Force. This task force should have as its goal to spread the good news about Westwood throughout the city and region and to put forth a welcoming image to potential residents and merchants. • Build on the success of the 2002 House Tour to hold similar events in future years. • Publicize the Westwood Concern and Westwood Civic Association Web Pages and use them to promote the many assets of the community. • Utilize media promotion in the form of advertisements, editorials, public service announcements (PSA's), and press releases. ✓ Advertise in Board of Realtors publications, Community Press newspapers, church publications, and apartment and homeowner magazines in order to reach target markets. ✓ Seek out opportunities to write editorials or Op-Ed pieces to combat misconceptions about the Westwood community. ✓ Obtain PSA air time in local television and radio stations to generate free advertising in a high-profile medium. ✓ Submit press releases to various media on "good news" activities in Westwood. 	<p>Westwood Civic Association</p> <p>Westwood Concern</p> <p>Business owners</p> <p>Foundations or other civic organizations</p>	<p>Westwood Civic Association</p> <p>Westwood Concern</p>
Goal: To maximize the heritage of Westwood as a marketing tool.			
Some Westwood homes have the potential to qualify for the National Register of Historic Places. Many others may not meet those criteria, but they contribute to the heritage that makes Westwood unique.	<ul style="list-style-type: none"> • Owners of eligible properties can investigate the process for having them placed on the National Register. • The Westwood Historic Committee can focus on the heritage of the community in brochures, the Home Tour, and other marketing tools. 	Private sources	<p>City Planning (Historic Conservation)</p> <p>Cincinnati Preservation Association</p>
Goal: To contribute to the revitalization of the neighborhood business districts			
The main Westwood business district on Harrison Avenue between Kling and the Cheviot border is suffering as a result of the changes in people's shopping habits and a somewhat haphazard arrangement of auto-oriented and pedestrian-oriented businesses	<ul style="list-style-type: none"> • Develop a marketing strategy that promotes the positive attributes of the district. ✓ Cooperatively sponsor business promotions , ✓ Offer features, such as refreshments, or displays, at several shops as part of the Westwood home tour or other neighborhood event ✓ Feature shopping opportunities in brochures or other Westwood promotional materials. 	<p>Westwood Civic Association</p> <p>Westwood Concern</p> <p>Westwood Businesses</p> <p>Foundations or other civic organizations</p>	<p>Westwood Civic Association</p> <p>Business Committee</p>